

EAST BOSTON

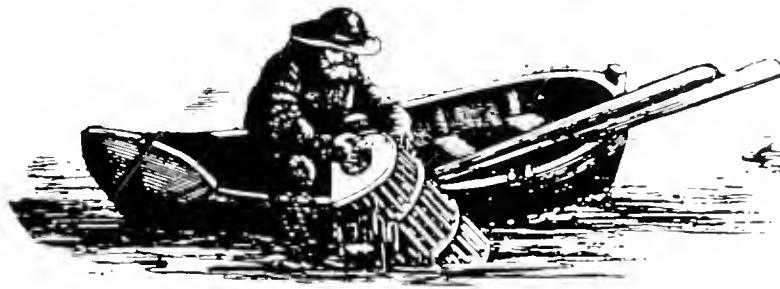
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Waterfront Development Proposal

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TABLE OF CONTENTS

	<u>Page No.</u>
I-A	SUMMARY
I.	BACKGROUND
II.	NEED
III.	GOALS
IV.	PROGRAM OF USE
V.	PROPOSED EAST BOSTON WATERFRONT
	PLANNING PROGRAM
VI.	POTENTIAL FUNDING SOURCES
VII.	EVALUATION
VIII.	APPENDICES

I-A SUMMARY

Once famous for fine Clipper Ships that sailed from her shipyards, East Boston is now an impacted community, threatened by the expansion of Logan Airport and still suffering from the loss of its only large outdoor recreation area, Wood Island Park.

The history of East Boston and the losses it has experienced highlights many of the things now needed by the neighborhood to enhance its future. Needed is:

- a. A restoration of trade and commerce requiring visitors from outside the community.
- b. Greater employment opportunities within the community.
- c. A large outdoor family recreation area to replace the loss of Wood Island Park.
- d. Open access for the community to water use and water view.
- e. A community sense of pride in the past and hope for the future of East Boston.

The East Boston L.U.A.C. would support the addressing of these needs by the development of an unique waterfront area within the community. With the development of her piers and adjoining unused lands, a historical "Clipper Ship" 18th c. town will be recreated including a Maritime Museum, historic vessels and replicas, and working craft shops and restaurants of the period. In addition, modern, low-rise housing, hotels, a marina, ferry service, and facilities for boating, shopping, picnicking and family sports will fill the area from the Golden Stairs to Lewis Mall.

The East Boston Recreation, Master Planning Land Use Advisory Council is singularly suited to spearhead this unique waterfront development.

I. BACKGROUND

The East Boston Recreational Master Planning Land Use Advisory Council (E.B.L.U.A.C.) was formed in 1970 as one of the first local advisory councils (L.A.C.'s) launched by Mayor Kevin H. White. The primary function of the LAC's was to help the city administration plan projects which the community views as most important and to function as local planning bodies. The purpose and concept of this council has not changed from what was outlined at that time (note Appendix A) and is the only remaining council in the city that has continued to effectively operate since its establishment. During its 8 year history, it has accomplished a great deal within the East Boston community. Like few other neighborhoods, East Boston has had to struggle and continues to struggle for its mere survival. Through the efforts and determination of local East Boston residents working with this Council, the neighborhood now enjoys a less severely impacted existence than would have otherwise existed. Housing opportunities have been expanded, parks have been constructed, human services have increased and rational planning has prevailed. Perhaps the reason for the continued success and respect of this council is that it does not claim to represent the neighborhood, but instead serves as the reflector and perpetuator of community attitudes and desires as expressed by area residents. It does not plan for the community but rather works for and with the community to make their collective desires a reality.

The E.B.L.U.A.C. proposes a coordinated and comprehensive development of the East Boston waterfront. This includes a maritime museum and recreation of 18th c. craft shops, restaurants, historic vessels and replicas moored alongside the museum pier as tourist attractions

emphasizing East Boston's contribution to maritime activities in the great Clipper Ship era. Also planned is a modern marina, hotels, ferry service, facilities for boating, cruises, fishing, shopping, family outdoor recreation areas and low-rise housing (rented at market value).

To accomplish this, the existing piers, numbers 1 through 4, must be released by the existing owner, the Massachusetts Port Authority. This conforms with their 1976 Master Plan in which divestiture of these piers is stated as a Massport policy as follows:

Background

The Massachusetts Port Authority took over the operation of the East Boston port facilities from the Penn Central Railroad in 1970. Between that time and December, 1972, marine related structures on Pier 3 and 4 were stripped to dock level. The grain and water towers and non-essential railway trackage were removed. Pier 1 remains as a general cargo terminal. These piers have inadequate access and hinterland for any major port use today.

Policy Statement

Massachusetts Port Authority piers and waterfront property in East Boston are not needed for seaport activities, which can be better accommodated at other harbor locations. The best use of this land is for residential, recreational or other purposes related to the development of the East Boston community. The Massachusetts Port Authority will seek to transfer title to this property to a public owner for a public purpose in exchange for other waterfront property. The Massachusetts Port Authority will have to receive fair value in exchange.

The transfer of this property is impeded by legal constraints. However, the ultimate benefits to the community warrant an extraordinary effort on the part of the Port Authority to effect the above policy.

Implementation

Massport will meet with appropriate city and state officials and interested members of the community to determine if a transfer is possible and to establish the terms of transfer. Massport will seek the Governor's permission to carry out that transfer.

Development control of these parcels should be vested in the Boston Redevelopment Authority which will initiate a comprehensive planning process with broad community participation and function as the city agency for pier re-use development.

II. NEED

During Governor Volpe's term of office, 1962-1966, East Boston's drawing card, Wood Island Park, was deeded to Logan Airport's expansion program. Although promises were made to replace this loss to East Boston, Governor Volpe shortly thereafter left office and East Boston's only large green area was forgotten.

Now 12 years later, a once lovely family community, which drew visitors from all of greater Boston to its beautiful park, has become blighted and threatened by Logan Airport. Many residents feel deep resentment and speak of the airport's expansion as a cancer devouring the community.

Since losing Wood Island (World War memorial) park of 69.5 acres and Amerena playground of 3.6 acres to Logan Airports expansion program, East Boston has no large outdoor recreation area. This meant a loss of substantial green space of East Boston's total area. Although small playgrounds and squares have been created, there is a primary need for additional large outdoor family recreation areas.

Another need relates to the economic well-being of East Boston's citizenry, from her residents to her merchants. Unemployment in East Boston is now 18.9% (Hart) whereas the city wide unemployment level is at 12.8%. Obviously East Boston needs greater employment opportunities for its citizens. At present, largely a route to and from Logan Airport for visitors, East Boston needs a drawing card to bring visitors into our community, to shop, to play, to enjoy both our present and our past.

What better means of restoring East Boston's self esteem than by creating a memorial to her glorious past which will draw tourists from near and far stabilizing her economy and replacing her lost outdoor recreation areas?

The Massport Master Plan Study Team supports this view as evidenced in the following excerpt from the September 1975 draft Logan Airport Master Plan Study.

DEVELOPMENT OF PIER PROPERTIES TO REPLACE RECREATIONAL FACILITIES IN EAST BOSTON

Over the years, in order to expand Logan Airport and its aviation-related facilities and uses, the Massachusetts Port Authority acquired a large number of acres of East Boston's recreational and open space land. Included in these acquisitions were Amerina Field and Park, Apples Island, Governor's Island, Wood Island Park, Bird Island Flats, and Belle Isle Marsh (which was taken to prevent the construction of a housing development).

Of particular significance to the East Boston community was the taking of Wood Island Park. Designed by Frederick Law Olmstead and dedicated to World War I veterans, Wood Island Park is remembered by the East Boston community as one of the finest recreation areas in the Boston metropolitan area.

The Massport owned properties in Jeffries Point along the waterfront of the Boston Harbor (Piers 1, 2, 4) present a particularly attractive opportunity for potential development in the best interests of the surrounding communities. It is evident that these properties are desirable as potential sites for a variety of recreation uses, for housing and for other uses beneficial to the citizens of East Boston.

The pier properties are presently underutilized and decaying and have been a bone in the throat of the community for some time. Many residents have been unwilling to expend funds for home improvement because of uncertainty and recurring rumors about Massport's intentions for their development.

Uncertainty has bred trepidation for the future of the neighborhoods and antipathy and mistrust among residents, aimed at the Authority.

Also, for years community spokespeople, led by the East Boston Recreation Master Planning-Land Use Advisory Council, have called for Massport to turn these piers over to the community to replace Wood Island Park which was diverted for the extension of Runway 33. We believe that the piers, under-utilized as they are, present Massport with an opportunity.

While we would not care to discuss the past in detail, we would simply note that both Governors Volpe (1966) and Sargent (1971) are on the public record promising an adequate replacement facility would be given to East Boston. This commitment evidently has not been fulfilled. It would, in our view, not be productive to discuss here whose obligation that replacement is, since many point up the fact that the legislative transaction transferring Wood Island Park to the airport preceded Massport's creation in 1956 and was an action taken by the State legislature and is therefore, the State's obligation and not Massport's.

That argument aside, we do believe an obligation does exist and that it is, at least in part, Massport's moral, even though not legal, responsibility to participate to the fullest extent, consistent with the law, to see that

it is fulfilled. But we see no way for Massport to legally give these properties away. We see serious legal problems under the prevailing trust agreement if Massport were simply to give away 20 acres of significant economic value.

On the other hand, we know of no legal barrier to a swap of either all or part of these properties to the Commonwealth and/or the City of Boston. We see no reason that would prevent Massport from selling, trading, bartering or arranging long-term ground leases to enable these properties to be developed for the good of the community.

Several major purposes might well be served by the development of such an approach. The redeveloped pier area could serve as a suitable site for the relocation of Neptune Road residents, the construction of parks, indoor and outdoor recreational facilities, open spaces and multi-purpose housing. It could, in short, with some imaginative planning and in close cooperation with the local communities, be an outstanding and exciting multi-use development which we see as providing attractive answers to several Massport/community problems.

Moreover, we see no reason for Massport to withhold the use of water rights from these communities and feel strongly that it would be appropriate for Massport to trade off these rights as logical corollary of a transfer of the piers for development in the community interest.

Recommendation

Massport should proceed as soon as feasible to launch discussion with the relevant state and city officials to make known its willingness to have the pier properties developed along the lines mentioned above and to determine alternative means to bring that about. Such matters as ground leases, the sale of easements for recreational development, trade for other considerations should all be explored. Moreover, it will be necessary for several studies to be done at the earliest stages: (a) to explore institutional means by which such a project could proceed; (b) to explore financial sources; (c) to create a physical and engineering plan for the site, which would include studies of the water table, location, adequacy and availability of utilities, access, etc.; (d) to analyze the various uses which could be accommodated on the site.

Arrangements to undertake such studies should be made by relevant State and City agencies and Massport should express a willingness to fund, at least in part, such feasibility studies.

We would though, iterate at this point, that we do no feel that Massport itself should become a developer or operator of residential or recreational facilities. It is, in our view, not a suitably constituted mechanism to do that and it is not in keeping with the purposes for which it was created nor with its operating style and normal managerial processes. Massport is an operator and developer of a port facility not a residential real estate developer. Massport can and must help to restore a healthy environment for its neighbors, it can and should redress grievances and deal fairly with problems it helped to created. It should not, though, attempt to be all things to all people.

III. GOALS

The goals of the Waterfront Development Proposals can briefly be stated as follows:

1. Increased Employment and Trade for the Community

East Boston has the 4th highest unemployment rate in the City. The neighborhood desperately needs to stimulate its local economy through revitalizing existing industry and commerce and supporting the development of job opportunities through carefully planned, well balanced and compatible expansion of water and harbor uses along its portions of waterfront. The waterfront development proposal as outlined in this document recognizes the need for and allows the establishment of uses that will help achieve this goal.

2. Outdoor Family Recreation Space

As previously mentioned, East Boston is a dense community with inadequate recreational facilities and area to meet the needs of local residents. The Waterfront Development Proposal therefore, includes in its stated goals the providing of significant open space and waterfront access. Though the neighborhood is surrounded by water there are few locations that offer residents a place to walk, play and enjoy a view that is unique to the City, the Region and the State.

3. Self-esteem in an Impacted Area

During the years of Massport expansion and property acquisition many East Boston residents felt that the community was about to be destroyed and eliminated as a residential neighborhood. The continued expansion of transportation and airport-related

encroachment did much to damage self-esteem in the area.

The name East Boston became synonomous with airport and fewer and fewer people admitted their address with pride.

But in the last 8 to 10 years there has been a shift in airport expansion plans and with this shift and the hard work of many area residents, self-esteem is returning. There has been a new awareness of the neighborhood's strengths and importance to the City, State and Region and a slow rebuilding of lost pride. East Boston was and is a viable residential community with a rich history. The Waterfront Development Proposal is based on highlighting the past, present and future and should significantly expand self-esteem in this area that has been negatively impacted for so long.

4. Pride in Historical Importance of East Boston in the Maritime Industry

East Boston, because of its geography has always relied heavily on the Waterfront for its pleasure and economic well being. Its close link to maritime industry and commercial is well documented in the arts, literature and museums. The rich history of East Boston and its historical importance in the maritime industry has been highlighted by the publication of the Boston 200 neighborhood history series. Many old residents remember the waterfront activity of the not too distant past and through meetings and local papers have joined many younger and even newer residents in looking with excitement at the possibility of capturing some of that flavor again. The Waterfront Development Proposal is an attempt to do just that. It would serve as a tribute to the determination

and significant contribution of the generations of residents that have called East Boston their home and whose livelyhood was dependent on the sea.

IV. PROGRAM OF USE

EAST BOSTON WATERFRONT PROGRAM - KEY SERVICES OFFERED

A. Historical "Clipper Ship" Town

1. Maritime Museum
2. Historical vessels and replicas moored alongside Museum pier.
3. 18th c. working shops where crafts and goods of the period are demonstrated and examples are for sale to the public.
4. Restaurant and snack bars of the Clipper Ship era.

B. Further Uses of the Piers

1. Cruises

- a. Harbor luncheon cruises
- b. "Just Cruising" tours
- c. Moonlight cruises

2. Boat rentals
3. Party boats
4. Marina (full service providing fuel, moorings for residents and visitors)
5. Boatel (service to boat owners, parts, repairs, etc.)
6. Boat ramp
7. Ferry (commuter services from East Boston ferry slip to Government Center area of Boston.)
8. Boating and navigational classes for residents and school children.
9. Fishing off the piers
10. Housing

C. Use of Adjoining "Empty" lands:

(i.e., between Brigham Street & Marginal Street)

1. Outdoor family sport areas
2. Picnic areas
3. Sitting, walking, biking
4. Reinforcement for a "Greenbelt"
5. Continuation of Lewis Mall
6. Reconstruction of "Golden Stairs" with appropriate rest terraces and landscaping
7. Hotel and motel lodging for visitors
8. Shops
9. Low-rise housing to be rented at actual market value

V. PROPOSED EAST BOSTON WATERFRONT PLANNING PROGRAM

I. Finalize agreements and establish planning process

- a) MOU. signed by appropriate directors and endorsed by respective boards.
- b) Public announcements of agreement and commencement of planning
- c) Establishment of planning team comprised of appropriate agency staff and community groups.

II. Inventory Phase

A) Identification of Alternatives

- 1) Review of previously suggested alternatives
- 2) Development of alternatives
- 3) Analysis of alternatives
- 4) Evaluation of alternatives
- 5) Recommend alternatives for advancement to Phase III

B. Analysis and Evaluation of Existing Conditions

- 1) Review existing research and data site boundary determination and site analysis.
 - a) Establishment of site planning standards
 - b) Site plans and cost estimates
- 2) Supporting technical analyses
 - a) Transportation and circulation studies
 - b) Airport noise analysis
 - c) Infrastructure
 - 1) Utilities
 - 2) Water
 - 3) Sewer
 - 4) Storm drains
- d) Engineering
 - 1) Geology
 - 2) Hydrology
 - 3) Topography
 - 4) Soil analysis
 - 5) Pier & deck condition
 - 6) Foundation studies (bearing capacity)
- e) Surrounding land use inventory
- f) Market studies
- g) Economic impact studies (Local)
- h) Social impact studies City State
- i) Housing market study Regional

C) Products

III. Design Development Phase

A. Design Development

1. Develop conceptual waterfront use options with broad public review
2. Conduct public forums to discuss re-use options
 - a. Housing type/#)
 - b. Commercial
 - c. Open Space
 - d. Industrial
3. Explore alternative transportation modes and routes
4. Investigate shore line modifications alternatives
5. Establish site guidelines, circulation and parcelization plans
6. Prepare master site plan
7. Schematic waterfront circulation and utility designs
8. Acquire community/city/state approval of plan concept

B. Design Refinement

1. Issue master plan
2. Develop master engineering and utility plan and cost estimates
3. Begin EIS preparation
4. Develop public/private cost estimates

IV. Development Phase

A. Development Planning

1. Determine public/private development responsibility split and phasing.
 - a) Public
 - 1) Investigate funding sources
 - 2) Develop applications
 - 3) Seek endorsements
 - b) Private
 - 1) Prepare Phase I Developer Kits
 - 2) Advertise for development (market site)
 - 3) Evaluate developer qualification and proposal
 - 4) select developer
 - 5) BRA tentative developer designation
 - 6) Preliminary design preparation and feasibility analysis

B. Environmental Approval

- 1) Review environment impact comments
- 2) Prepare final EIS
- 3) Final comment

C. Public Improvement Funding

VI. POTENTIAL FUNDING SOURCES

Below is a list of potential funding sources that could be tapped to carry out the proposed East Boston Waterfront planning program. Several applications have already been developed and a great deal of the required information is already on hand to assist in expediting the submission of applications to other funding sources.

The identified sources are:

- . Board of Outdoor Recreation (BOR)
- . Urban Heritage Parks (M-DEM)
- . Urban Development Action Grant (HUD)
- . Coastal Zone Management-Community Assistance Program (M-CZM)
- . Comprehensive Economic Development Strategy (EDA)
- . Natural Areas Fund
- . Community Development Block Grant (HUD)
- . CDBG - Sec. 108 (HUD)
- . Local Public Works (EDA)
- . Capital Budget (City)
- . New Town-In Town - New Communities, (Title VII Sect. 720(a) HUD)
- . Massport

Detailed descriptions and outlines of the criteria for these funding sources are attached to this proposal as Appendix B.

The community stands ready to assist in application development and support or if need be to independently apply for funding assistance to the local, regional, state or federal level.

VII. EVALUATION

1. Taking random samples of public opinion within East Boston midway through planning and near completion of process and following development.
2. By comparing unemployment analysis of before and after figures.
3. By studying delinquency reports as recorded at Police Headquarters to judge effect of family recreation areas on behavioral changes.
4. By analyzing comparative figures (before and after Waterfront Development) on number of small business successes and failures.
5. By interviewing local businessmen and bankers.
6. By comparing tax generating properties.

All evaluation questionnaires, interviews, polls, processing and analyzing will be carried out by objective volunteer and paid staff from outside the community, (perhaps by business school students).

All records will be kept and information and assistance relative to this development will be open to inspection and offered as help to other communities planning similar projects.

VIII. APPENDICES

- A. L.A.C. description
- B. Funding source descriptions and criteria
- C. Employment opportunity in completed development

LOCAL ADVISORY COUNCIL (L.A.C.'s)

During the past few months, the Mayor has formally launched Local Advisory Councils in several Boston neighborhoods through a series of local "Town Meetings." The Councils, now taking shape under the guidance of the Managers of the Little City Halls, will work with city departments on the entire range of city services, projects, proposals, and plans.

Each L.A.C. will coordinate its own activities, elect its own officers, determine its operational structure, and iron out its organizational difficulties. Presently, Local Advisory Councils are organized and beginning to evaluate community priorities in West Roxbury, Dorchester, the North End, Allston-Brighton, and East Boston. Roslindale, Hyde Park and Charlestown are in the process of holding their first follow-up meetings.

PURPOSE

The reason for establishing the L.A.C. Program is two-fold:

(1) To enable the communities to establish a consistent, fair, and adequate access mechanism to city government; and (2) To enable the city departments to better coordinate their activities in the community.

Better coordination is the goal of the Local Advisory Council Program. There is a pressing need to determine "who speaks for the community. As the representative forum for working out priorities and issues in the community, the L.A.C. will ensure proper issue and area representation. The L.A.C. will be open to any concerned resident who wishes to participate.

CONCEPT

The primary function of the L.A.C.'s is to help the City administration plan projects which the community views as most important. The L.A.C.'s are planning bodies: they will work with city departments to determine community priorities, as well as on the details of specific projects and plans at the proposal stage. Technical planning assistance will be made available to each L.A.C. by the District Planning staff.

The L.A.C. should be clearly distinguished from BUAC, the Boston Urban Affairs Committee. BUAC, with representation from each L.A.C. as well as city-wide interests groups, concerns itself with matters of city-wide significance, not local community matters. The L.A.C.'s, while contributing to BUAC's membership and concerns, are independent bodies to deal with plans and proposals for each neighborhood.

OPERATION

As the "first voice" the Mayor will listen to in dealing with the community's affairs, the L.A.C. will be contacted by city department persons before individual community groups and associations.

The Manager of the appropriate Little City Hall will be the L.A.C. contract or liaison with city departments and will bring the L.A.C. up-to-date on department plans and proposals. Requests for information and staff assistance for the L.A.C. will be directed to the department through the manager.

The Local Advisory Council Program should provide the coordination both within the community and the city to plan and operate programs more effectively.

For further information, contact your Little City Hall Manager.

LOCAL ADVISORY COUNCIL (LAC)

1. PURPOSE

The Mayor has asked East Boston citizens to form a Local Advisory Committee to aid in setting policy for city departments working in East Boston. He has proposed the formation of similar Local Advisory Committees throughout the city, and has made the commitment that the Local Advisory Council will be recognized as the voice of the community, and that city technical staff available for working with citizens groups will work with LAC as first priority. The LAC will also send two representatives to a city wide forum, the Boston Urban Affairs Council which will advise the city on city-wide policies. The basic guidelines for the LAC is that it be open for direct public participation and that it be a group truly independent of the city and capable of independent decision making. The LAC should be as representative as possible of a broad spectrum of interests within the community.

2. PROPOSED STRUCTURE

In order to carry out these purposes a structure was worked out consisting of a Local Advisory Council and several functional committees. The functional committees are the more basic units and correspond to areas of basic responsibility of key city departments. The following rules for committees are proposed:

- (a) There shall be committees in the following seven area: Parks and Recreation; Education; Police; Health; Housing; land use; zoning and Public Facilities; Transportation and Traffic and Parking.
- (b) Committees shall meet at least once per month in public meetings. Sub-committee meetings may be held in addition as necessary and executive meetings consisting of only eligible voters may be held, but these will not count as official monthly meetings.
- (c) The new committess shall choose a provisional chariman for four months after which time an election for chairman will be held for the next year. Elections will occur during September. To be an officer, a member must be eligible to vote and not a holder of public office or a candidate. Officers may be recalled by a 2/3 vote the membership eligible to vote.
- (d) Eligibility to vote at meetings will be restricted to East Boston residents who have attended three out of four past and present consecutive meetings, who have no conflict of interest. People with a direct interest in a particular vote, or people employed by such firms, will be considered in conflict. Likewise persons attending committee meetings as paid staff through any agency of government body will be so considered. There is no age limit on voting. Eligibility to vote will be

determined at the beginning of each meeting by the chairman. A majority of eligible voters may at any meeting decide to waive voting restrictions.

- (e) Each committee will adopt a set of simple rules for maintaining order, limiting discussion, calling questions to a vote, etc., which should be read at the beginning of each meeting.

The Local Advisory Council will consist of the chairmen of the functional committees.

The following rules are proposed:

- (a) The LAC will consist of seven chairmen. Additional members of the LAC can be added only by mutual agreement of the LAC and the city.
- (b) The LAC will make assignments of problems to appropriate committees. When a matter seems to involve more than one committee, the LAC may decide to set up special joint committees.
- (c) The LAC will review minutes and agendas of committee meetings, and may call for supplementary methods of determining community sentiment on key issues. Such methods might include a survey, a special Town Meeting with wide publicity, special sub-committees for problems peculiar to certain areas or groups of people, etc. These procedures would be used to insure that the LAC stay in close contact with grass roots people directly affected by various policies.
- (d) The LAC will elect its own chairman and recording secretary, and will name two members to the city-wide Boston Urban Affairs Committee, who needn't be LAC chairmen.
- (e) The LAC is expected to communicate with the city both on a direct basis with departments (through Staff assigned to functional committees) and through the Little City Hall, and the Mayor's office. In order to maintain continuity, copies of written communication with city departments will be sent also to the Little City Hall.
- (f) The LAC is not intended to replace the many organizations active in the community, organized around issues and area of social interest. Members of these groups are encouraged to participate in functional committees, where they will be treated as other citizens on a one man vote basis. A group with a peculiar problem, or a particular proposal can propose it to a committee or the LAC itself and thereby strengthen the proposal by discussion at a recognized forum.
- (g) The LAC will negotiate with the city as to methods of communicating with departments, what kind of information will be made available on what timetable, and what special procedures might be required of the city, what Staff commitments are needed to make the LAC work effective, etc.

- (h) The LAC will both propose to the city and react to proposals from the city.
- (i) A mechanism must be established for changing the rules. Perhaps 2/3 agreement of the committee at an advertised public meeting and agreement by the city.

The Little City Hall Manager is expected to be the city employee in closest contact with the LAC, and responsible for working with the LAC. The following rules were discussed.

- (a) Any dissatisfaction with the relationship to the Manager should be discussed with Joseph Smith, Coordinator of the LAC's Office of Public Service.
- (b) Day to day complaints concerning city services are still to be handled at the Little City Hall in a regular manner.
- (c) Policy questions brought to the Little City Hall by individuals or other groups will be discussed, but the individual or groups will be directed to the appropriate LAC designated committee. The Manager will also bring the policy questions so raised to the LAC or appropriate committee.
- (d) When the city is seeking community input on a new subject the Manager will bring the question to the LAC and the Manager and the LAC will jointly decide on an appropriate manner for citizen participation. The Manager may ask for instance, that a survey be made or a special committee be formed, etc. The LAC should thus be the first citizens in the community consulted by the city on any new matter.
- (e) The Manager is expected to actively encourage people to participate in the LAC committees, in order to get as broad based a group possible.
- (f) The Little City Hall shall provide to the LAC clerical service such as typing.

Local Advisory Council, Chairmen Committee meeting.

No officer or member of his immediate family shall be eligible for any job in a program under the direct responsibility of the

The immediate family shall consist of:

Mother, father, sister or brother, aunts, uncles, nieces or nephews, mother or father in law, sisters or brothers in law, grandchildren or grandparents.

In order to vote for the election of officers you must have attended six out of eight of the past regular monthly meetings.

Notification of election of officers must be made in the two local papers, the East Boston Times and the East Boston Community News at least thirty days in advance of said election.

APPENDIX B

FUNDING SOURCE DESCRIPTION AND CRITERIA

1. Urban Heritage State Parks
2. Urban Development Action Grants
3. Massachusetts Coastal Zone Management
1978 Community Assistance Program
4. Comprehensive Economic Development Strategy
5. Urban Growth and New Community Development Act of 1970

APPENDIX B

MURRAY SEGAL, TRAFFIC CONSULTANT.

MEMORANDUM TO: Tunney Lee

RE: Preliminary Thoughts
East Boston Traffic Considerations

Purpose

This memo summarizes my preliminary observations concerning the traffic aspects of the East Boston Terminal development alternatives. Since this planning effort is in the early stages, the traffic analyses outlined below are largely qualitative in nature and do not reflect detailed capacity or traffic service investigations. Potential new traffic demand which might be expected from the alternative development programs has been systematically estimated using standard methodology and the traffic impact of this potential new demand has been qualitatively evaluated. The evaluation is based largely on the consultant's observation of traffic flow in and around the Terminal site.

Potential Traffic Demand

The alternative development programs for the East Boston Terminal site will generate between 400 and 1,000 peak-hour automobile trips (see Table I). The higher density program would generate about 1,000 new trips, the medium density program about 750 trips and the low density about 425 trips. These figures include both approaching and departing vehicles during the typical afternoon rush-hour period (4:30-5:30 p.m.). The inbound-outbound distribution could be expected to approximate 55 percent outbound and 45 percent inbound. Given the proximity of the project to Logan Airport and inclusion of the Conference Center/Hotel element, a significant portion of this new traffic would be taxicab trips to and from the airline terminals.

APPENDIX C

Employment Opportunities in Completed Development

Museum: directors
guides, etc.

18th c. Shops: owners
 salespersons
 craftsmen, etc.

Restaurants/
Snack Shops: owners
 managers
 cooks
 waiters, etc.

Boat Services: salesmen
repair
guides
instructors
sailmakers
rental managers, etc.

Etc.

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